

Michigan Treasury

Our Aspiration

Michigan Treasury will become the best operated treasury department in the United States and the State's thought leader on all tax and revenue issues

Best Operated has 3 building blocks

- Engaged Employees—everything starts with the active participation of all 1,500 employees
- Developing a practice of continuous improvement—all employees need the tools, and the expectation that every day they will come to work, do their work, IMPROVE their work
- Create a culture of taxpayer service—including a speedy response to taxpayer inquiries, consistency of answers, transparency of decision making, and simplicity of compliance. The goal is to move from a culture of enforcement to one of taxpayer service

To become the State's thought leader of all tax and revenue issues requires:

- Innovate solutions to complex policy problems
- Accurate forecasting of the state's economy and revenues
- A deep understanding of all proposed legislation

Underlying everything are 5 key values

- The broad concept of Taxpayer Service in all we do—always ask “what is the impact on Taxpayers from our actions”?
- As a department our goal is fair and efficient administration of the tax system—not maximum revenue collection at all costs
- We want to be metric driven—measure where we want to go, and if we are making timely progress toward our goals
- Think outside our department. Use benchmarks and best-in-class whenever possible to help us find innovative solutions
- Finally, communicate / celebrate successes

Treasury Best Operated 2015 Projects

Tax Processing

- All returns processed in year they are filed
- Call Center improvements
 - ASA <4 minutes
 - Increase first time resolution
 - Correspondence response improved

Audit

- Reduce average audit time
- Explore alternative audit approaches – managed SUW compliance / MCAP
- Measure quality of audits and consistency across auditors

Tax Hearings

- Reduce informal hearing time to <6 months
- Define and increase effectiveness

Communication

- Increase RAB's / Letter rulings / informal Q&A's
- Reduce time to issue RAB's
- Increase informal communication with taxpayers
- Establish an external review process for Treasury forms and communications
- Clarify taxpayer notification when an assessment is levied

Liens

- Increase on-line activity, including collections and installment payments
- Increase lien thresholds
- Improve lien process—including interaction with the counties

Power of Attorney

- Implement Joint MICPA/Treasury task force recommendations

Systems

- Execute SUW fix 4 to 12 month phase-in
- Implement next round of SAP better
 - Set up new Governance model
 - Implement Offsite recommendations
- Flawlessly execute City income tax, ESA

Documentation Backlog

- Eliminate imaging backlog

Escheats Audits

- Implement new audit procedures agreed to by Treasury/Business

Taxpayer Advocate Office

- Establish expanded role for Taxpayer Advocate